

# **Cabinet for Families and Children**

## **Strategic Plan**

### **Statement of Alignment**

The Cabinet's strategic plan directly supports and aligns with Governor Patton's strategic agenda for the Commonwealth. The Governor's goal to improve the quality of life and raise the standard of living in Kentucky to above the national average in 20 years will be achieved by promoting economic development, improving education, strengthening families, making government more efficient, and reducing crime. The Cabinet's overarching goals are responsive to this end.

The Cabinet's commitment to ensuring safe, nurturing, self-sufficient, and permanent home environments for children and vulnerable adults is aimed at developing strong families. Strong families build strong communities where education is valued, families are self-reliant, the impact of crime is diminished, and economic development is sustained. Further, the Cabinet for Families and Children has established a goal to become "... a nationally recognized, high quality, service delivery organization." The effective delivery of human services is an important part of the Governor's effort to strengthen the efficiency and operations of government. Finally, the Cabinet's goal "to engage with families and communities as full partners for effective service delivery" is consistent with the Governor's belief that government alone cannot ensure the well-being of its citizens. Instead, this purpose is more lastingly achieved in collaboration with others similarly committed to assuring that services are accessible, equitable, and locally driven.

## **Cabinet for Families and Children**

### **Vision, Mission, Values**

The Cabinet for Families and Children recognizes that children are our greatest natural resource, that individuals and their families are the most critical component of a strong society and that each must be afforded a safe, secure and nurturing environment.

#### **Vision**

Our Vision is a Cabinet that is:

- Focused on families, children, and vulnerable adults
- Committed to families as partners in decision making
- Proactive, responsive and accessible to all members of the community
- Sensitive to cultural and community differences
- Committed to innovation, continuous improvement, shared accountability, and measurable outcomes
- Community based and partnership oriented
- Recognized as the best human service delivery organization in the nation

#### **Mission**

To provide leadership in protecting and promoting the well-being, self-sufficiency, and independence of Kentuckians through partnerships with others in the delivery of comprehensive family services.

#### **Values**

##### **Human Dignity...**

We treat people with respect and sensitivity, value their diversity and believe in their ability to determine their own futures.

##### **Empowered Workforce...**

We value each employee as an essential part of an empowered workforce that is accountable and rewarded for developing and delivering quality services.

##### **Community...**

We believe that strong families produce strong communities and that strong communities build strong families.

##### **Learning...**

We believe continuous learning is essential for personal, professional and organizational improvement.

##### **Results...**

We are committed to making a positive, measurable difference in the lives of the families we serve and in the communities in which they live

## **GOALS, OBJECTIVES & PERFORMANCE INDICATORS**

**Goal 1:** To ensure that the children and vulnerable adults we serve are safe from harm

***Objective 1:*** To evaluate impact of “multiple response legislation” (KRS 620)

**Performance Indicator:** Evaluation plan completed by October 1, 2002

***Objective 2:*** To evaluate current services for adults

***Performance Indicator 1:*** A comprehensive improvement plan developed in concert with the ADULT PROTECTIVE SERVICES Advisory Council  
completed by January, 2003

***Performance Indicator 2:*** Automated system developed to track outcomes

***Objective 3:*** To meet or exceed the child safety provisions of the Adoption and Safe Families Act (ASFA) as measured by recurrences of child maltreatment, incidences of abuse/neglect in foster care placements, and timeliness of investigations

***Performance Indicator 1:*** Percentage of investigations completed in 45 days

***Performance Indicator 2:*** Percentage of all children who were victims of substantiated child abuse and/or neglect during the reporting period, who had another substantiated report

***Performance Indicator 3:*** Percentage of foster care children who experience substantiated maltreatment

**Goal 2: To ensure well being for the children and families we serve**

***Objective 1:*** *To assess each family's situation and deliver quality services based on a comprehensive approach*

***Performance Indicator 1:*** Number of families participating in a family team meeting

***Performance Indicator 2:*** Family satisfaction survey rating

***Objective 2:*** *To advocate for the appropriate educational placement of children in CFC custody*

***Performance Indicator:*** Percentage of children committed to CFC who have a designated educational advocate

***Objective 3:*** *To improve services to foster care youth transitioning to adulthood*

***Performance Indicator 1:*** Improvement plan completed by June, 2002

***Performance Indicator 2:*** Percentage of those 18 or older in foster care who choose to extend commitment when circumstances indicate that is best for their well being

***Performance Indicator 3:*** Percentage of those 18 or older in extended commitment who pursue post-secondary education/training

***Objective 4:*** *To increase the number of high school diplomas/GED certificates obtained by children emancipated from CFC custody*

***Performance Indicator:*** Number of diplomas/GED's obtained

***Objective 5:*** *To increase the use of community resources and CFC services*

***Performance Indicator 1:*** Number of children receiving child care subsidies

***Performance Indicator 2:*** Community Satisfaction Survey (2 questions regarding referral to help them to feel more safe and secure)

***Performance Indicator 3:*** Number of families served collaboratively by Family Resource and Youth Services Centers (FRYSCs) and DCBS

***Objective 6:*** *To improve child support services by increasing paternity establishments, order establishments, and collections*

***Performance Indicator 1:*** Percentage of children with paternity establishments

***Performance Indicator 2:*** Percentage of IV-D cases with child support orders established

***Performance Indicator 3:*** Dollar amount of child support collections

### **Goal 3: To ensure permanency for the children we serve**

***Objective 1: To reduce the amount of time to achieve legal permanency***

***Performance Indicator 1:*** Percent of all children reunified with their parents or caretakers at the time of discharge from foster care for whom reunification took place in less than 12 months

***Performance Indicator 2:*** Percent of all children exiting care to a finalized adoption who exited care in less than 24 months finalized adoption and were age 3 or older at the time of entry into care who exited care in less than 24 months

***Performance Indicator 4:*** Length of time to permanency through methods other than reunification and adoption

***Performance Indicator 5:*** To increase the number of adoptions

***Performance Indicator 6:*** To reduce the average number of placements for children in out-of-home care

***Performance Indicator 7:*** Percent of children in out-of-home care who had no more than two placement settings during the prior 12 months

***Objective 2: To decrease the recidivism rate for children in out-of-home care***

***Performance Indicator 1:*** Percent of children who re-enter out-of-home care within 12 months of a prior out-of-home care placement

***Objective 3: To minimize the number of children placed in residential care***

***Performance Indicator:*** Percentage of all children who entered care during the reporting period who were age 12 or younger at the time of their most recent placement and were placed in a group home or an institution

***Objective 4: To preserve family connections as appropriate for children placed in out-of-home care***

***Performance Indicator 1:*** Percentage of sibling groups placed together

***Performance Indicator 2:*** Percentage of children in out-of-home care who had visits with parents twice a month or more in each month of the reporting

***Performance Indicator 3:*** Percentage of children in out-of-home care who were placed with a relative

***Objective 5: To improve child support services for children in out-of-home care by increasing order establishments and collections***

***Performance Indicator 1:*** Number of child support orders for children placed in out-of-home care

***Performance Indicator 2:*** Dollar amount of child support collections for children in

out-of-home care

**Goal 4: To ensure that the families we serve achieve self-sufficiency**

***Objective 1: To increase client job placement, retention and advancement***

***Performance Indicator 1:*** Percent of KWP participants with earnings

***Performance Indicator 2:*** Percent of KTAP cases discontinued in which discontinuance is due to earned income

***Performance Indicator 3:*** Percent of KWP participants with earnings who earn \$7/hr. or greater

***Objective 2: To meet or exceed the federal participation rates***

***Performance Indicator 1:*** Percent of Universal Participation

***Performance Indicator 2 :*** Federal participation rate calculated by Health and Human Services

***Objective 3: To increase access to services that help families become and remain self-sufficient***

***Performance Indicator 1:*** Percent of KTAP adults in education or training programs

***Performance Indicator 2:*** Percent of eligible KY households who receive food stamps

***Performance Indicator 3:*** Percent of KTAP clients discontinued due to earnings who received work expense reimbursement for 9 months allowable

***Performance Indicator 4:*** Percent of discontinued KTAP recipients who report being better off in University of Louisville welfare reform evaluation

***Performance Indicator 5:*** Number of families diverted from cash assistance roles by receiving Family Alternative Diversion (FAD) services

***Performance Indicator 6:*** Increase number of accepted referrals to the Targeted Assessment Program (TAP)

***Objective 4: To increase the number of high school diplomas/GED certificates obtained by families receiving cash assistance***

***Performance Indicator:*** Number of diplomas/GED's obtained

***Objective 5: To strengthen the role of child support in meeting family needs***

***Performance Indicator 1:*** Percentage of children with paternity establishments

***Performance Indicator 2:*** Percentage of IV-D cases with child support orders established

***Performance Indicator 3:*** Dollar amount of child support collections

***Objective 6: To strengthen the role of disability determination in meeting family Needs***

***Performance Indicator 1:*** Percent of disability determinations that are accurate

***Performance Indicator 2:*** Mean processing time for disability determinations

***Performance Indicator 3:*** Client satisfaction level on client surveys

**Goal 5: To be a nationally recognized, high quality service delivery organization**

***Objective 1: To improve recruitment and retention of qualified staff***

***Performance Indicator 1:*** Vacancy rate

***Performance Indicator 2:*** Number of staff obtaining job-related degrees that are consistent with professional standards

***Performance Indicator 3:*** Number of staff recruited through pre-service education programs

***Objective 2: To improve use of technology to support service delivery***

***Performance Indicator 1:*** Staff satisfaction level reported on surveys

***Performance Indicator 2:*** Reduction in system problems reported via the OTS help desk

***Objective 3: To increase fiscal resources to support quality service delivery***

***Performance Indicator:*** Annual federal and agency funds

***Objective 4: To support delivery of quality services by improving the safety, efficiency and appearance of the physical work environment***

***Performance Indicator:*** Number of Priority I facility improvement projects in the Lease Update report that are completed

***Objective 5: To develop and implement continuous quality improvement processes that ensure better services and outcomes for families***

***Performance Indicator 1:*** Number of identified issues which were resolved

***Performance Indicator 2:*** Level of customer satisfaction

***Performance Indicator 3:*** 100% participation in CQI throughout the cabinet



**Objective 6:** *To provide a comprehensive professional development and training*

*program that equips staff with the knowledge and skills necessary to provide high quality services*

**Performance Indicator 1:** Number of supervisors as partners in learning

**Performance Indicator 2:** Required classroom hours reduced and replaced by on the job learning methods

**Performance Indicator 3:** Number of staff obtaining job-related degrees that are consistent with professional standards

**Performance Indicator 4:** Number of training events followed up with learning reinforcement

**Objective 7:** *To ensure that protection and permanency services are fully compliant with the best practice standards prescribed by the Council on Accreditation (COA)*

**Performance Indicator:** Number of regions accredited

**Goal 6: To engage with families and communities as full partners for effective service delivery**

***Objective 1:*** *Maintain and support Vision community partnerships in every county*

***Performance Indicator:*** Number of Vision community partnerships that have documented their Vision goals and strategic plans

***Objective 2:*** *To enhance and nurture community partnerships*

***Performance Indicator 1:*** Level of satisfaction among community partners

***Performance Indicator 2:*** Number of “Communities of Promise” designated by the Kentucky Commission on Community Volunteerism and Service

***Objective 3:*** *Maintain and support Comprehensive Family Services (CFS) in every county*

***Performance Indicator:*** Statewide implementation

(revised 8/15/02)